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# UNDP strategic vision on assistance to crisis-affected countries

Contents


| *Chapter* | | *Page* |
|---|---|---|
| I. | Crisis patterns | 2 |
| II. | Mandate | 2 |
| III. | Demands and key achievements | 3 |
| IV. | Challenges | 4 |
| V. | Strategic vision on assistance to crisis-affected countries | 6 |
| VI. | Implementing the strategic vision | 10 |
| | A. Development services | 10 |
| | B. Advocacy and advice | 11 |
| | C. Coordination and partnerships | 12 |
| | D. Linkages | 13 |


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# I. Crisis patterns

1. More than 40 countries have been scarred by violent conflict since 2000. It is estimated that civilians accounted for approximately 80 to 90 per cent of total casualties. In addition, the number of refugees and internally displaced persons in conflict-affected countries or neighbouring states is thought to be above 35 million.

2. Violent conflicts destroy the human, social, physical and institutional capital that is the foundation for sustainable development. This is often fuelled by lack of economic growth and high unemployment, especially among young men, who provide a ready source of manpower for the parties to the conflict. A key challenge is the disintegration of state institutions that should be addressing the economic stagnation, weak rule of law and high levels of insecurity that typically characterize these settings. The destruction of community structures adds to violence against women where local networks previously offered a safety-net against such crimes.

3. National partners must be able to address the structural conditions conducive to conflict. Sustainable recovery in post-conflict societies should lay the early foundation for progress towards the Millennium Development Goals alongside immediate humanitarian response. Such transitions are not linear; they do not fall into chronologically distinct periods. It is also important to support national partners with tools to prevent incipient tensions from leading to widespread violence, thereby reversing the consolidation of development gains. A regional focus must be incorporated, given the tendency of contemporary conflicts to spill over borders.

4. The increasing frequency and scale of natural disasters pose a set of separate but interlinked challenges. Economic losses from natural disasters are estimated at $75.5 billion for the 1960s, $138.4 billion for the 1970s, $213.9 billion for the 1980s and $659.9 billion for the 1990s. In 2004 alone, losses were estimated at $103 billion.[1] Today, 85 per cent of the people exposed to natural disasters live in countries with medium to low levels of human development. The capacity of national partners to plan and organize post-disaster recovery must be enhanced and the focus on disaster preparedness and risk management strengthened.

5. The international support requested by national governments in conflict or natural disaster-related situations share many similarities, but it is essential to take differences into account, tailoring responses to each specific country. Capacity to manage and recover from crisis situations varies from country to country. For instance, compared to conflict-affected environments, natural disasters tend to have less negative impact on the human, social, physical and institutional capital of the affected societies.

# II. Mandate

6. The UNDP areas of development focus for 2008-2011 derive principally from the Millennium Development Goals (MDGs) and the Millennium Declaration values (General Assembly resolution 55/2), and are reflective of the UNDP commitment to sharpen its focus on areas where it has a comparative advantage. The aim is to help countries build the institutional capacity, policies and programmes needed to

[1] *Reducing Disaster Risk, A Challenge for Development*. UNDP 2004

achieve the MDGs, which in crisis and post-crisis countries depends on integrating immediate and longer-term development responses.

7. The Millennium Declaration identifies conflict prevention as a key peace and security challenge. Decision 2001/1 on the role of UNDP in crisis and post-conflict situations recognized that "*crisis prevention and disaster mitigation should be integral parts of sustainable human development strategies...*". In addition, it requested UNDP, "*in its capacity as manager of the resident coordinator system, to strengthen its coordinating role and its cooperation, in keeping with its core mandate, with other United Nations entities*".

8. The report to the Executive Board the role of UNDP in crisis and post-conflict situations (DP/2001/4) identified development cooperation as a critical step towards breaking the pernicious cycle of crisis, poverty and risk that is fuelling instability worldwide. The core business areas of UNDP include "*a continuation of the successful Area Development Programme approach; support to democratic governance institutions and strengthening of the rule of law; and an approach to transitions whereby UNDP programming provides an essential bridge between relief and development operations*". UNDP programming in the area of crisis prevention and recovery should focus on the development dimensions of these situations.

## III. Demands and key achievements

9. The demand for services linked to the crisis prevention and recovery practice area has expanded over recent years. Eighty-three countries requested and received services in 2005, compared to fifty-four in 2000. UNDP assistance is initiated at the request of national governments. In 2005, the most requested service line was natural disasters, which was especially prominent in the Asia and the Pacific and the Latin America and Caribbean regions following the 2004 tsunami and the overactive 2004-2005 Atlantic hurricane season. By contrast, conflict prevention and recovery support was more in demand within the Africa region.

10. The volume of requests to UNDP to assist with national capacities for *crisis prevention* increased greatly over the past four years. Development processes inherently involve conflict risks as resources are shifted, and new actors and priorities emerge. The challenge is to manage these crises so that they do not disrupt the development towards achieving the MDGs. Similarly, many countries are increasingly aware of the risks posed by natural disasters, which can roll back years of development gains. This has led to an increased focus on national systems and capacities to reduce the risks and impact of natural disasters.

11. Ecuador, Kenya, Fiji, Ghana, Guyana, Indonesia, Jamaica, Lesotho, Mali, Mauritania, Nigeria, the Philippines the Solomon Islands and Zimbabwe are among the countries that requested and received support from UNDP towards building relevant capacities and enhancing social cohesion as a means of preventing conflict. Assistance included support for multi-actor dialogue processes covering critical social and economic issues; national assessments, analyses and plans aimed at early identification of emerging tensions at the community level; and building systematic capacities to identify and address emerging tensions before they lead to violence.

12. In response to requests from national counterparts in Africa, the Caribbean, Central, South, and South-East Asia, Eastern Europe, Latin America, and the

Southern Pacific, UNDP supported the establishment of national institutional and legislative systems and regional frameworks and cooperation mechanisms for *reducing and managing the risks posed by natural disasters*. A main element was to ensure that national and local governments, and civil society, are able to implement development in a manner that integrates natural disaster risk concerns and reduces the vulnerability of populations at risk.

13. Within *disaster recovery*, the assistance provided after the tsunami can serve as an example. UNDP initiated the recovery planning process early on during the humanitarian period and supported the development of early-recovery frameworks that focused on expanding and strengthening the capacities of local administrations to effectively manage the overwhelming recovery process following the tsunami. In addition, UNDP sought to tailor its assistance to the particular needs of each country. This included support for comprehensive programmes for repairing homes and other buildings; removing disaster rubble; promoting employment opportunities in some of the most vulnerable communities; and assisting in the rehabilitation of the hard-hit tourism industry.

14. Countries that have requested *conflict recovery* support over the past two years alone include Afghanistan, Bosnia-Herzegovina, Burundi, the Central African Republic, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, the Former Yugoslav Republic of Macedonia, Liberia, Nepal, Papua New Guinea, Sierra Leone, Sri Lanka, Sudan and Timor-Leste. There was strong demand for integrated support to returnees and host communities affected by conflict and/or disasters. This was done through community-driven or area-based approaches to increasing social cohesion, reviving the local economy, and restoring key productive assets. The greatest demand was related to small arms control and demobilization, disarmament and reintegration activities, including a strong focus on reintegration packages. In addition, support for mine action activities was in high demand, especially assistance to national mine action authorities and development of national capacity for clearance.

15. UNDP also provided assessment and coordination support to national and international partners in crisis situations. UNDP played a critical role in joint needs assessments in crisis situations and in preparing for the subsequent pledging conferences, including through collaboration with the World Bank within the joint post-conflict needs assessment framework. In addition, UNDP assisted national coordination efforts and facilitated United Nations system-wide cooperation through support to the Resident Coordinator/Humanitarian Coordinator following several disaster events by supporting the deployment of early recovery coordinators to help coordination efforts following the earthquake in Pakistan, the cyclone in the Philippines, the floods in Somalia and more recently the floods and cyclone in Mozambique. Another key component of UNDP system-wide support in post-conflict and transition situations was to increase the volume and predictability of transition funding by establishing and administering trust funds to meet national priorities set through national recovery planning processes.

# IV. Challenges

16. The identification of key challenges in response to demand from crisis-affected countries was based on continuous evaluation and monitoring processes and on regular internal review.

*Risk of over-extension*

17. UNDP is able to engage with an integrated set of prevention, recovery and development activities. However, interventions have often been characterized by a tendency toward stand-alone support to subsectors which has limited UNDP effectiveness in providing more coherent support to countries for their full range of recovery needs in core areas of UNDP expertise (such as poverty reduction and governance). In certain areas, such as prevention, country demand is outstripping UNDP capacity to respond, also leading to over-extension against limited resources.

*Ensuring sustainable capacity development*

18. UNDP programmes have been commended for the ability to nurture national capacities and ensure ownership by the national authorities, non-governmental organizations or civil society organizations. But the sustainability of such activities constitutes a key challenge.

*Predictable financing for transition*

19. In crisis-affected countries the immediate emergency response tends to receive a high degree of international attention and financing. While this constitutes vital assistance, a key challenge has been to ensure adequate funding for early-recovery needs in transition phases, especially since transition funding is essential to strengthen national capabilities at a vulnerable time. Combined approaches to early financing during the period preceding donor conferences (or other mechanisms to galvanize donor response) have included use of 'flash' or 'consolidated' appeals processes, early establishment of United Nations-administered multi-donor trust funds, and establishment of country-specific trust funds for special purposes (for civil services salaries, for example). Results of these efforts vary greatly and provide piecemeal solutions that do not constitute standard international practice, leading to unpredictable funding environments in successive national settings.

*Availability of UNDP expertise at the country level*

20. UNDP should be measured on its ability to assist national partners at the country level. However, UNDP has had difficulty recruiting and retaining staff for assignments in conflict-affected countries where security constitutes a serious challenge, and non-family duty-station status acts as a disincentive. Concerns have been raised about the ability to attract the necessary technical expertise within all the specialized areas required to address complex situations in crisis-affected countries. UNDP has a comparative advantage in its large, experienced pool of national staff, but incentives must be provided to ensure continuity and enable UNDP to build the necessary 'surge' capacity to assist on the ground.

# V. Strategic vision on assistance to crisis-affected countries

21. The strategic plan, 2008-2011, will replace the multi-year funding framework as the primary management and communication tool for articulating the UNDP mission, values, priorities and expected results. The MDG agenda will continue to frame the objectives and priorities.

22. The UNDP strategic vision on assistance to crisis-affected countries is an integral part of the UNDP strategic plan. The ambition is to set out the strategic and development outcomes within this focus area and elaborate on the objectives to be achieved at the country level. Core priorities will be to ensure that crisis prevention and recovery are closely integrated with other development interventions, and to create an early and smooth transition from recovery to development planning.

23. The UNDP strategic vision on assistance to crisis-affected countries centres on three outcome areas: (a) enhancing conflict and disaster risk management capabilities; (b) post-crisis governance functions strengthened for recovery; and (c) Restoring the foundations for development at the local level. In all three areas, strengthening of national capacities will be the key priority. In addition, gender empowerment will be given special emphasis across all UNDP activities in crisis-affected countries.

*Enhancing conflict and disaster risk management capabilities*

24. Outcomes:

(a) Solutions generated for crisis management through common analysis and inclusive dialogue among the government and relevant civil society actors

(b) Strengthened national capacities to prevent, reduce, mitigate and cope with the impact of the systemic shocks from natural hazards and violent conflict

25. In response to country demand, UNDP will support partners in managing conflict and disaster risks by developing long-term national capabilities and institutions. A key element will be to find solutions for crisis management based on a common understanding of the management of critical social and economic issues and through inclusive dialogue.

26. UNDP will work with national partners to integrate the information derived from disaster risk assessments into development plans and programmes and support the development of appropriate institutional and legislative systems and coordination mechanisms for managing and reducing disaster risk. These approaches will include and promote gender equality and will target the most vulnerable. In terms of managing conflicts before they lead to violent tensions, and enhancing social cohesion, UNDP will strengthen national and local capacities to promote conflict-sensitive development and to strengthen institutions and processes for the non-violent management and resolution of disputes. An important aspect will be support for South-South learning exchanges on gender, crisis management and risk reduction, including drawing on lessons learned regarding capacity-building of women's institutions for crisis prevention.

27. To achieve these goals, UNDP will assist national partners in developing and applying tools for crisis-risk and damage-loss assessments. UNDP will also, to the extent possible, ensure that the tools draw upon – and in some cases generate – data disaggregated by gender, age and region through the development of a gender-

profile database for high-risk countries. In order for crisis risks to be managed sustainably, it is important for the concerned stakeholders to analyse those risks and develop solutions through multi-stakeholder dialogue. UNDP will assist them in building their capacities in this regard.

28. From the disaster related work of UNDP over the past several decades, a small set of thematic areas has emerged comprising specific types of assistance frequently requested by country offices and in which UNDP has developed core competencies. These include disaster risk identification, the mainstreaming of risk reduction into governance and development planning, urban risk reduction and reduction of risks associated with climate variability and change. In the aftermath of disasters, UNDP works to ensure that disaster risks are not recreated during recovery and reconstruction. UNDP also emphasizes capacity development for risk reduction in these and other areas, consistent with its mandate from the United Nations General Assembly (A/RES/52/12B). Country-level work in these core areas is typically backed by thematic programmes that supply technical and other kinds of assistance.

29. In order to ensure coordinated and effective *development* response to requests from partner countries to strengthen their capacity for managing conflicts, resolving disputes, enhancing social cohesion, and promoting social and economic dialogue, UNDP hosts the Framework Team, an informal, interdepartmental forum that assists United Nations country teams in developing strategies to support national partners in building their relevant capacities.

*Post-crisis governance functions and capacities strengthened for recovery*

30. Outcomes:

(a) Post-crisis governance strengthened to ensure it is built back better and future vulnerabilities are reduced

(b) Post-crisis gender equality and women's empowerment

31. In the immediate aftermath of a crisis, the preparation, planning, and implementation of interventions to regenerate national ownership for managing the development process is essential. Support will also focus on restoring national capacities to resume public service delivery, including assisting governments in setting up aid coordination mechanisms and helping build the capacity of local government offices.

32. The nature of the specific support provided will depend on the country-specific context, not least the strength of national institutions. In most post-disaster situations, the governmental systems will typically remain effective, although they are likely to be stretched by the scale of tasks to be performed. The challenges in conflict-affected environments often are more complex, characterized by an erosion of human and institutional capital, economic stagnation, weak rule of law and a high level of insecurity. The support provided by UNDP will continue to be differentiated and tailored to the country-specific circumstances, aiming to facilitate nationally led recovery efforts and to strengthen national capabilities.

33. It is important, in conflict affected environments, to build on the lessons from capacity-building efforts in peaceful development settings. Capacity development in conflict-affected environments includes many of the same needs and strategies, accentuated by the structural weaknesses that have often been a contributing factor to the increased tensions. UNDP assistance will be provided at different levels,

including assistance to facilitate an enabling environment for reconciliation and the restoration of security; to build administrative capacity; and to strengthen national stakeholders' ability to strategize, negotiate and engage in dialogue.

34. An important initiative in this area seeks to provide practical guidance for developing state capacities to catalyse economic recovery. On the basis of the UNDP report on fostering post-conflict economic recovery, to be published in 2007, UNDP will produce practical policy and programming guidance for strengthening state capacities to catalyse economic recovery. Innovative tools, assessment methodologies, and best-practice guidelines will be developed to assist practitioners.

35. Gender inequality is embedded in many pre-crisis environments and constitutes a driver for social conflict and underdevelopment. At the same time, women have the capacity to inform disaster-risk reduction and recovery strategies. For this reason, disaster-risk reduction tools, frameworks, and strategies benefit from a strong gender component. In addition, promoting women's capacities and participation is a firm foundation on which to build a more equitable post-conflict environment conducive to successful recovery and development efforts.

36. As part of a corporate effort to concretize the advancement of gender equality, UNDP has developed an eight-point agenda for women's empowerment and gender equality in crisis prevention and recovery. Based on that agenda, UNDP will provide policy and practice guidelines for strengthening women's security in crisis, expanding women's citizenship, participation and leadership, and advancing gender justice – for example, by fostering increased access to justice for women in post-conflict settings. This will include measures to ensure the implementation of gender-responsive recovery and help governments to deliver for women. UNDP will provide assistance in the design of monitoring and evaluation frameworks that track the responsiveness of recovery initiatives to women's needs.

*Restoring the foundations for development at the local level*

37. Outcomes:

(a) Mechanisms in operation which promote community security and social cohesion

(b) Post-crisis economic revival, employment generation, return and reintegration

38. Sustainable post-crisis recovery requires the restoration of security and a revival of the economy, so that people can rebuild their lives. It also requires taking steps to repair damaged social fabric. UNDP will assist through specific programmes (such as building national capacities for reconciliation, demining farms and fields, reducing the availability of small arms, and reintegration of combatants) to improve the security situation, including through technical assistance for security sector reform. Of particular concern for women and children is family violence, which often peaks in the immediate post-conflict period. UNDP will support initiatives to reduce the incidence of sexual violence and provide support for women affected by it, including training security forces on how to provide protection and respond to gender-based violence.

39. In addition, UNDP will support the revival of sustainable economic activities at the national and local levels, which is an essential prerequisite for stability and national development. Following a crisis, priorities include restoration of the elements essential to economic governance; support for livelihood creation at the

community level through increased access to microfinance and training; and assistance in the protection and rehabilitation of productive assets and infrastructures. At the request of national authorities, UNDP will assist with the reform of property and inheritance rights, land ownership and regulations governing access to credit to ensure equal access for all.

40. Community development is an approach that seeks to empower local communities and governments with the resources and authority to address their needs and take control of the recovery process. UNDP supports the development of area-based, local-level strategies that target specific geographical areas, so as to serve the entire population in need and engage local institutions and actors. The aim is to strengthen relationships between civil society and local government through partnerships, as well as to promote the ownership of resources and planning by local stakeholders. A key requirement is enhancing community capacities while simultaneously restoring infrastructure and social services in the affected areas. Community development approaches are well designed to help countries address the needs of people affected by the crisis – primarily returning refugees, displaced people and demobilized combatants. UNDP is the designated focal point for local-level approaches for early recovery within the United Nations system.

41. UNDP leads the Inter-Agency Standing Committee Cluster Working Group on Early Recovery (CWGER) that consists of 19 members from within and outside the United Nations system. The early recovery cluster is one of eight cluster working groups established to improve the predictability, timeliness, and effectiveness of humanitarian response, and pave the way for recovery. The working group promotes recovery during humanitarian relief settings immediately following natural disaster or armed conflict. Since January 2006, the CWGER approach has been applied to all major disasters (for example, following the Pakistan and the Yogyakarta, the Indonesia earthquakes, the Philippines cyclone and the Mozambique floods). This approach has been piloted in a few post-conflict situations (the Democratic Republic of the Congo, Liberia, Uganda and Somalia) and will be rolled out to all countries having United Nations humanitarian coordinators.

42. Countries in post-crisis recovery must repair damaged social structures, especially following a conflict. Transitional justice mechanisms are an initial step towards the restoration of a sound, transparent, accountable, and accessible judiciary, including mechanisms to ensure that crimes perpetuated against women can be redressed through programmes that help women recover socially, economically, and psychologically.

43. Regional factors play an important role in many crisis situations. UNDP assistance is responsive to national requests from affected governments and is addressed through the respective country offices. UNDP work to ensure adequate consideration of the regional dimension can include efforts to address crisis-risk management, restoration of security, and revival of the economy. In addition, UNDP is strengthening its partnerships with regional organizations that are often well placed to address regional dimensions of risk.

# VI. Implementing the strategic vision

44. In order to achieve the outcomes outlined in the strategic vision, UNDP will build on its three major functions:

## A. Development services

45. National governments are the most important partners of UNDP. Support from UNDP is based on national requests, and country offices work directly with national governments to assess needs, to design and implement programmes and projects, and to monitor results. In many situations that will involve providing seed funding for project activities. The focus for UNDP will be on the priority areas described above, where UNDP will serve as a reliable, effective development partner based on its recognized competencies. Concurrently, there will be a common understanding that there will be areas that UNDP will not prioritize, in which other stakeholders have or must develop comparative advantages. It should be recognized, however, that there is likely to be continued demand for UNDP to provide a gap-filling role either based on requests from governments or in areas where no other organization can effectively provide the required services.

46. UNDP has taken note of the evaluations and reviews that highlight the need for more coherent strategic support to crisis-affected countries. There has been a tendency to focus on specific subsectors related to the established UNDP service lines. To be a valuable partner for the respective national authorities, UNDP must be able to provide overall strategic advice in addition to its sector-specific support.

47. The strengthening of national capacities before and after a crisis situation is essential to ensure long-term implementation of prevention and recovery efforts, but the issue of sustainability remains a challenge to all development partners. A critical element for UNDP will be to further improve the available national capacity assessment tools for disaster and conflict affected situations that can provide the basis for development of differentiated strategic approaches tailored to each individual country situation.

48. Within UNDP, the Bureau for Crisis Prevention and Recovery, the regional bureaux and the regional service centres support countries with a range of tools, including technical knowledge and financial resources. This includes assisting them with needs assessments and action plans, identifying adequate human resources, and providing funds. But it is important that UNDP assistance in crisis situations draw on the broader expertise within the organization, not least when it comes to building national capabilities. Cross-practice collaboration with Bureau for Development Policy (BDP) is critical for the delivery on these outcomes, especially to address the special needs of crisis countries in meeting the MDGs, and to ensure that MDG initiatives are undertaken with a crisis-sensitive approach. Other essential cross-practice initiatives with BDP include mainstreaming natural disaster risk reduction into UNDP governance, the poverty reduction and environment practice areas, and developing adapted approaches to transitional justice, the rule of law, security sector reform, community-driven development, gender equality, and post-conflict employment generation.

49. The issue of ensuring predictable financing for transition is a serious and continuing challenge. UNDP funding for crisis-related activities comes primarily from core resources and thematic trust funds, especially the Thematic Trust Fund for

Conflict Prevention and Recovery. Core funding and un-earmarked contributions allow UNDP to respond in a more expeditious and flexible manner in crisis situations. But while contributions to the core are always needed, they cannot be expected to meet the rapid, unpredictable fluctuations in need that characterize work in crisis prevention and recovery. There will continue to be a strong need for non-core funding – as un-earmarked as possible – and for country-specific resources to help post-crisis countries bridge the early-recovery gap when funding needs are highest and resource gaps most pronounced.

50. UNDP has helped channel donor resources in a coordinated way and in accordance with national priorities through the establishment of multi-donor trust funds (MDTFs). UNDP has built on the new pass-through modality to establish funding mechanisms that can be used for the United Nations system at large. The first MDTF managed by UNDP in accordance with the pass-through guidelines was established in response to the Iraq crisis. That arrangement assists decision-makers at the country level to work with the United Nations Development Group (UNDG) as one entity, facilitating coordinated, collaborative joint programming. It is also the first time UNDG organizations have made it possible for donors to fund their projects through a single channel, reducing transaction costs for donors and resource mobilization and reporting costs for United Nations organizations. A number of additional MDTFs have since been established and important lessons are being learned with regard to effectiveness, fund architecture, and linkages with other national funding mechanisms.

51. Reflecting the critical need for UNDP to establish systems, tools, and pools of experts to respond to immediate crisis needs, the Surge project was launched at the end of 2006. The objective of the project is to enhance UNDP operational capacities to respond quickly and effectively to the recovery demands that immediately follow a crisis. The Surge mechanism will facilitate the deployment of UNDP experts or 'Surge advisors', who fulfil at least one of 12 key profiles required in immediate crisis response. These Surge advisors will be deployed within the first 48 hours after a request from a resident representative is received. Approximately 50 candidates have been identified to date through nominations from country offices, regional bureaux, regional centres and headquarters units, and deployment and incentive systems are being negotiated to assure smooth implementation when a crisis hits.

52. UNDP is taking steps to attract and retain staff on the ground in crisis-affected countries. The difficult work environment in areas characterized by a high level of insecurity constitutes a challenge to all national and international partners. UNDP is working to enhance staff incentives through the active use of promotion processes and performance reviews, as well as through explicit recognition of the value attached to service in crisis-affected areas.

## B. Advocacy and advice

53. A key strength of UNDP is its dual role as organizer of operational activities at national level – through the country offices – and a leading voice on policy development and best practices. Programme activities conducted by UNDP will include a rigorous knowledge-collection component. That knowledge will be used as a basis for sharing tools and lessons among country offices, and as a foundation for developing policy positions and advocating crisis issues. It will be a high priority to accumulate knowledge on crisis prevention and recovery approaches with national

partners, donors and the international financial institutions, as well as within the United Nations system.

54. UNDP established the crisis prevention and recovery practice network (CPRP-net) in September 2002. Since its launch, CPRP-net has grown to be one of the largest and most active of the networks, with over 1,500 UNDP members. It is used primarily by field offices to ask questions, receive advice, and exchange lessons learned and best practices in their areas of work. It has become a platform for dialogue and debate on substantive policy issues. A pilot initiative was initiated in 2007 to open the network to United Nations staff system-wide so as to allow members to benefit from the wealth of knowledge and experience beyond UNDP.

55. Another key element of the advocacy function will be to enhance the sharing of knowledge on prevention and recovery considerations with a larger audience. The external website will be redesigned to facilitate the sharing of information on crisis issues with external partners. An initiative is underway to create a 'learning platform on gender and crisis prevention and recovery' in conjunction with leading international institutions. The platform will develop methods and resources to assess and compare gender and crisis prevention and recovery issues at country, regional, and global levels.

## C. Coordination and partnerships

56. UNDP will continue to support coordination efforts at the country level and to play a key role in United Nations system-wide coordination in crisis prevention and recovery at the global level. This includes UNDP leadership of CWGER, mentioned earlier. UNDP is vice-chair of the provisional International System for Disaster Reduction (ISDR) Management Oversight Board, an initiative of United Nations and non-United Nations stakeholders focused on preventive action, which includes the World Bank, the World Meteorological Organization, the International Federation of Red Cross and Red Crescent Societies, the United Nations Environment Programme and the ProVention Consortium. The ISDR works with national, regional and international partners to support the implementation of the Hyogo Framework.

57. UNDP leads the inter-organization policy formulation process in a number of key post-conflict areas. These include co-chairing the inter-agency task force on security sector reform with the Department of Peacekeeping Operations and the joint management and staffing of the security sector reform support office that provide advice and support to security sector reform programme activities at the country level. UNDP will host and staff an inter-organization secretariat for disarmament, demobilization and reintegration, which will support countries in implementing the newly revised United Nations standards. UNDP works on conflict prevention and mitigation and associated policy with the Department of Political Affairs and the Department of Economic and Social Affairs, and is co-lead with the International Labour Organization in developing United Nations system-wide policy on post-conflict employment creation, income generation and reintegration.

58. UNDP works with the wide range of United Nations organizations to address disaster and violent conflict issues, not least within the framework of UNDG. In that context it is important for UNDP to constantly adapt to new institutions and mechanisms as they develop and explore the most effective ways to cooperate. A recent example is the UNDP interaction with the Peacebuilding Commission

(PBC), the Peacebuilding Support Office (PBSO), and the Peacebuilding Fund (PBF), where UNDP is contributing to the country-specific interactions and has been assigned the role of Administrative Agent. A main priority of UNDP is to support the national authorities on PBC- and PBF-related issues at the country level, while close cooperation has been established with PBSO in order to strengthen coordination at the headquarters level. With respect to the countries on the agenda of the PBC, UNDP is committed to using the priorities and mutual commitments agreed between the respective governments and the PBC as guidance for its programmatic activities.

59. Collaboration with the World Bank constitutes a special priority for UNDP. The cooperation between the two organizations on a range of issues has been significantly strengthened over the last years to ensure a seamless transition from initial humanitarian assistance to recovery and longer-term development. One key focus has been to develop and implement planning and assessment tools for crisis situations that can help national and international partners formulate a common framework for recovery. This includes the 'post-conflict needs assessment (PCNA)' methodology and the related 'transitional results matrices', which have been utilized for Iraq, Haiti, Liberia, Sudan and most recently Somalia. The World Bank, the UNDG Office and UNDP have recently concluded a comprehensive PCNA review to improve this mechanism. The two organizations have conducted joint damage and loss assessments in post-disaster situations. Another joint priority has been to ensure adequate funding modalities in post-conflict settings through the establishment of multi-donor trust funds based on the comparative advantages of the two organizations. In addition to the country-specific collaboration, the World Bank and UNDP have been cooperating on a number of policy areas, including work related to repatriation/reintegration/rehabilitation/reconstruction, disarmament, demobilization and reintegration of ex-combatants, and best practices on post-conflict state-building. As part of the broader partnership efforts between the United Nations and the World Bank, UNDP is contributing to the continuing dialogue on comparative strengths and the establishment of predictable institutional arrangements to facilitate more reliable partnership approaches at the country level.

## D. Linkages

60. The present strategic vision for UNDP assistance to crisis-affected countries is an integral part of the UNDP strategic plan, 2008-2011. At the time of submission of the present document, the strategic plan was still in draft form. However, every effort has been made to align this document with the strategic plan. The outcomes as identified in the final strategic plan will be considered definitive for planning and reporting purposes. Late changes to the strategic plan are unlikely to change the fundamentals presented in this document. The strategic plan will address issues related to the financial, coordination, and monitoring and evaluation frameworks related to the area of crisis prevention and recovery as well as to other corporate priority areas.